



YMCA OF GREENVILLE

2020-2023 Strategic Plan Summary

FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

OUR MISSION

The YMCA of Greenville, following the example of Christ, builds healthy spirit, mind and body for all.

YOUTH DEVELOPMENT

DEEPEN IMPACT

- ▶ **Teen mental health**
We will partner with mental health organizations to reduce teen suicides and address a growing generation of those socially isolated.
- ▶ **Expand teen leadership mentoring**
We plan to serve twice as many teens through leadership and mentoring programs.
- ▶ **Improve reading skills**
We will engage at least 300 children from lower-performing schools in an effort to improve literacy and stimulate imaginations.
- ▶ **Improve academic success**
We desire to see at least 50% of all Y youth programs include STEM and STEAM curricula to help students perform better in high school and college and have successful careers.

BUILD CAPACITY

- ▶ **Teen leadership staff development**
We will double our Teen Services staff and better equip them to support youth who are facing critical life challenges.
- ▶ **Secure programming funds**
We cannot face these challenges alone, so we seek to align ourselves with the community – with individuals, foundations, corporations and government entities that have the resources to help our teens thrive.

ELEVATE AWARENESS

- ▶ **Recognize and highlight teens in our community**
We will implement a public relations strategy to raise awareness of resources available through the Y that supports teens and develops leadership skills.

HEALTHY LIVING

DEEPEN IMPACT

- ▶ **Exercise is Medicine Greenville®**
We will double the number of individuals served in our Diabetes Prevention Program and Parkinson's and Wellness Works Rx from 250 to 500 people; each will experience physical and emotional health improvements.
- ▶ **Expand health services**
We will serve 20% more individuals, families and youth seeking to improve their health through the new Flex Fit program and mobile app, Group Exercise, Personal Training, Youth Sports and Aquatics programs.

BUILD CAPACITY

- ▶ **Implement "One Y" plan**
All branches of the Y will offer the same level of wellness service, equipment and instruction utilizing the latest technologies and applications.
- ▶ **Increase credentialed staff**
We will expand the number of staff certified to deliver Flex Fit programs and services to meet the growing needs of members desiring to improve and reclaim their health.

ELEVATE AWARENESS

- ▶ **Highlight success stories**
We will recognize Y members who have improved or reclaimed their health through our programs, raising awareness of the depth and scope of wellness offerings at the YMCA of Greenville.
- ▶ **Membership marketing**
In addition to promotional marketing, we will build our membership base by communicating the personal and communal impact of joining the Y through strategic public relations efforts.



SOCIAL RESPONSIBILITY

DEEPEN IMPACT

- **Drowning prevention**
We will serve 3,000 children through the Y's Safety around Water and Learn to Swim programs, especially youth in populations most prone to drowning and who have limited access to aquatic facilities.
- **Togetherhood volunteers**
We will expand community service opportunities and engage more volunteers in the Y's Togetherhood program.
- **Partner with Upstate YMCAs**
Intentional partnerships with other Ys will help expand the reach of the YMCA of Greenville to communities not yet fully served by a Y – with special emphasis on those in economic need and in high growth areas. We will serve 10% more individuals and families than before.

BUILD CAPACITY

- **Financial assistance availability**
We will make sure that everyone regardless of income has the opportunity to access the Y. We'll identify the most efficient ways to increase the annual campaign by 3% annually; raise \$3 million for capital projects and \$180k for the Y's foundation.
- **Strengthen Diversity**
At the heart of the Y, we will continue to expand our diversity, inclusion and global efforts and focus on developing a culture of global-minded volunteer and staff leaders.

ELEVATE AWARENESS

- **Targeted public relations campaigns**
We will begin a public relations strategy to highlight the Y's commitment to drowning prevention and community volunteerism.

ASSOCIATION INITIATIVES

DEEPEN IMPACT

- **Strengthen partnerships**
We will identify 5 key existing organizational or governmental partnerships to strengthen and 2 new partnerships to develop.
- **Collaborate with neighboring Ys**
We will proactively explore options with neighboring YMCAs to deliver services more effectively and efficiently across the region – utilizing the strengths of the YMCA of Greenville, shared services, staffing, program collaborations, planning and structure.

BUILD CAPACITY

- **Audit association assets**
We will review financial and real estate assets to create a roadmap for future capital development and financial strategies.
- **Staff development and recruitment**
We will create a culture of cause-driven leadership to recruit and retain a diverse team of individuals dedicated to their own personal growth and also to drive positive change in our communities.
- **Conduct a comprehensive life-safety assessment**
We will review current life-safety and child protection strategies to ensure that best practices are in place to protect all children with emphasis on child abuse prevention, aquatic safety and active shooter protocols.

ELEVATE AWARENESS

- **"Story-telling" toolkit**
We will develop a comprehensive set of tools and resources to empower branch-level staff and volunteers to tell the Y's story from their local perspective.
- **Technological initiatives**
We will assess the needs and costs of investing in additional technology to enable virtual membership, member connectedness, communication, marketing, program services, fundraising and staff engagement to be cutting edge.